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Since the announcement of the Development Program in 1960, the Authority has undertaken a number of activities which might otherwise be required as part of a Community Renewal Program. Prior to that time, the City Planning Board had prepared "District Plans" for each section of the City, noting conditions of blight and prescribing plans for the improvement of each area. Federal funds were obtained to undertake surveys and planning in eight GMAP and two project areas. These areas clearly required the most immediate action and represented the sections which would involve the greatest amount of clearance and redevelopment. Six additional areas, in which conservation measures would be the main type of action, were designated Improvement Areas.

In 1961 extensive surveys were undertaken in the ten GMAP areas (the Charlestown and South End Project areas were also treated as GMAP areas). Building structure and condition, and land use were surveyed on a parcel-by-parcel basis. Under a data processing contract with CEIR, Inc., this information was matched with Assessing Department records to obtain information on ownership, size, valuation and taxable status. The information was arranged by ward and parcel, and by GMAP area and parcel, and used for measuring the extent and degree of physical blight and deterioration, for mapping land use and for other planning purposes.

In addition to the "type I" exterior surveys which were conducted, interior surveys (Type III) were also conducted on a sample basis.

Under the GMP, exterior building condition surveys are contemplated for the remaining portion of the city - primarily the Improve-



ment areas, except Dorchester, which has been surveyed. Documentation of physical blight and demonstration of the need for renewal is already available most in need of action, however.

Circulation patterns, traffic hazards, and needed improvements were studied in the GMRP areas under contract with Wilbur Smith and Associates. The CRP will extend this information throughout the rest of the City through the studies of street sufficiency and parking requirement.

One important study pertaining to community facilities, the Harvard University study of Boston's public schools, was completed for the entire City in 1962. This evaluated present building conditions, analyzed present and future student enrollments, and made recommendations concerning the construction of new schools and the closing, repair, and consolidation of others. Engineering studies of the conditions and needed improvements in the utility system have been conducted in the GMRP and project areas. These will be extended to the rest of the city under the CRP.

Within the GMRP and project areas, sub-areas have been designated for types of treatment in accordance with the degree and type of blight. Experience is now being gained in Washington Park, the South End, and Charlestown where major sections of each project involve private rehabilitation. The Dorchester Improvement Area presently includes a pilot project which will rely heavily upon code enforcement measures; an Office of Neighborhood Improvement site office has been opened in the area and numerous meetings have been held by Authority and ONI staff with residents of that section. The experience gained here will be utilized when similar treatment is



undertaken in other sections of the City.

The CAP studies will be of benefit in the areas of the City already studied and where types and priority of treatment have generally been established or initiated by assuring a a well-planned and comprehensive approach to recreational facilities and municipal services.

One of the major portions of the CAP effort will be the studies related to economic development and Port development. These will attempt to identify the elements of economic growth and prescribe the means for achieving it. Market studies have been done in eight GMRP and project areas by Larry Smith and Company. These consisted of analyses of economic activity, projections of future land use and floor space requirements, and recommendations concerning types of development. A special study was done of the Downtown area by Robert Gladstone. This analyzed retail and other types of economic activity in the light of information on the metropolitan area, and made projections concerning the future market for office space, housing, and other uses. A comparable study was made of the Waterfront project area by Brown, Harris and Stevens. These will be utilized in the broader studies of the present and projected economic base of Boston in the CAP.

The Authority staff has already completed a survey of vacant land for the ten GMRP areas and Dorchester. This information is presently being reviewed and a list of potential development sites will be drawn up soon in order to attract and service prospective developers.



The housing studies proposed under the CRP will provide a basis for forecasts of the supply and market for land for residential and related purposes. Objectives in terms of the additional amount and type of new housing have already been established in some project areas. The market studies of Downtown and the Waterfront included specific estimates. The General Plan which is to be released soon includes totals established for the GMRP and Improvement Areas for net additional housing, according to the type of unit and whether new or rehabilitated housing.

The Chester Rapkin study on the feasibility of large scale rehabilitation in the Washington Park area provides much valuable information concerning the potential market for improved housing. In anticipating geographic shifts of the population as it would affect the supply of housing, several types of information are already available. An analysis of Census population figures has been made, comparing totals in 1950 and 1960 in each GMRP and Improvement area, indicating age composition, family income, and housing condition. In addition, the Family Relocation Department maintains figures upon present and projected numbers of families and individuals to be displaced. This information will be further analyzed and developed under the CRP housing studies.

The Development Program has had since its inception a set of clearly stated goals. The major emphasis is rehabilitation of the City's neighborhoods, assuring an adequate supply of decent housing for all of Boston's residents, strengthening the Downtown areas and increasing the tax base. Although conservation measures have been established as the major means of renewing neighborhoods, clearance

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and redevelopment are also being used to counteract blight and decay where necessary. These goals have provided the framework for all planning activity- in project plans, General Neighborhood Renewal Plans, and in the forthcoming General Plan. The Workable Program for Community Improvement has provided an annual vehicle for establishing particular objectives in relation to these goals. The CRP will provide a more comprehensive background from which to select the appropriate measures on an economically sound basis to accomplish the particular objectives and bring the larger goals progressively closer to realization.

One of the important resources of any effective renewal or development program is an informed citizenry willing to participate with their public officials in the renewal process. The Development Program since 1960 has involved the active participation of many groups of citizens, organized on a local neighborhood and project area basis, according to business or professional interests, and in relation to such special subjects as minority housing, design standards, and historic conservation.

The principle of "planning with people" was enunciated by Mayor Collins in 1960 and has been closely adhered to throughout the past three years. In the South End, representative of neighborhood associations, clergy, businessmen and social service agencies formed the South End Renewal Committee to participate closely in planning for that area. In Washington Park, the Citizens' Urban Renewal Action Committee held several hundred neighborhood and block meetings during 1961 and 1962, and was instrumental in obtaining resident support for rapid local approval of project plans.



The Charlestown Federation of Organizations, the South Boston Residents group, the Dorchester United Neighborhood Associations are further examples of the active interest and participation of neighborhood groups in the renewal process.

In 1962, a Committee for the Central Business District was incorporated. It includes the leading members of the business community and was established to work with the Authority in preparing a successful plan for the renewal of the Central Business District. The Committee has raised \$150,000, established an office and staff, and financed the preparation of initial planning concepts for the Central Business District by the firm of Victor Gruen.

The ~~Boston~~ Chamber of Commerce undertook the initial planning activity for the Waterfront Project. Since the approval of funds for survey and planning activities, it is presently preparing a plan for the area under contract with the Authority.

A Mayor's Committee on Minority Housing has been established and an Authority staff member assigned to serve as liaison. A number of additional committees are also in operation, including the Boston Historic Conservation Committee, a Building Code Advisory Committee, an Architectural Advisory Committee, and others have been formed. The A

The Authority also works closely with Action for Boston Community Development, a private non-profit community organization supported by local and Ford Foundation funds to assure that social opportunities will be broadened as community renewal occurs. The agency works with the Authority in project areas and has sponsored a number of studies to date, including one on the Negro in Boston, the "Skid Row" resident and others. It is presently studying



the problem of school drop-outs under a federal funds. ABCO will undertake two studies during the CRP, that on the changing health service needs of Boston residents and the problem of creating job opportunities.

A central Citizen's Advisory Committee has also been established. It is composed of representatives of neighborhood groups and other prominent citizens. The Committee meets on a regular basis with City and Authority officials. A number of seminars have been held at which various phases of the renewal program have been the subject of panel discussions.

This approach will be continued throughout the Development Program. During the CRP, it is expected that many of the reports and studies may be released for public discussion; the practice of citizen seminars will be continued, and any other methods to further enlist citizen participation which may arise will be pursued.

The Authority has also worked with other public agencies and private community welfare organizations, particularly in its family relocation operations. Many of the existing community facilities and services will come under review in CRP studies, as outlined earlier. Some new community centers are already being planned, as illustrated in the Washington Park plan.

One of the ongoing activities of the Family Relocation Department is the maintenance of current and projected estimate of displacement of families and individuals through renewal action and other public action. In 1961 and 1962, family surveys were made in the Washington Park, Charlestown, and South End project areas. These provided further information on such



characteristics as family size and income, minority group membership, age, and relocation preferences.

The Family Relocation Department also attempts to maintain an inventory of housing resources available to displaced families. Surveys are made of the size and price range of available units from periodic examinations of newspaper advertisements. A further indication of turnover and vacancies is obtained for much of the City and the metropolitan area through the cooperation of a major utility company. Analysis of data contained in the Weekly Appraisal service is also utilized. This has been used to determine current sales price information for one, two, and three family units in Charlestown, Dorchester, and Roxbury. This data has also been used to identify speculative sales activity in the Dorchester area.

The CRP studies will update existing information on housing stock and provide a more comprehensive basis for determining both the supply and requirements of housing for persons to be displaced.

Estimates of nonresidential displacement are being obtained as plans proceed in the Central Business District and Water front project areas. Active programs to assist in the relocation of displaced businesses were carried on for the Government Center project area and are an integral part of the planning process in the Waterfront project. Liaison has been maintained with the Small Business Administration and other types of assistance investigated.

The Family Relocation Department is presently completing a study of the existing pattern of residence of Negroes and other minority groups, and an appraisal of the effects of economic and social barriers upon free housing choice. This information will be





further developed during the CRP to project the housing needs of these groups according to income, family size and other characteristics in relation to the supply at various rental and sales levels.

Information concerning the availability and quality of community facilities in each area of the city will be developed through the studies to be undertaken as part of the CRP. This will relate not only to areas with a high proportion of residents belonging to minority groups, but throughout the entire City.

The Mayor's Committee on Minority Housing is already responsible for seeking equality of opportunity in housing for all groups. As further studies are made, the information will be utilized by this committee in carrying out its program. It is anticipated that the studies concerned with types of assistance and methods of producing new housing will be particularly relevant. It should be noted that an active program of rehabilitation services is underway in the Washington Park area, which has a high proportion of non-white residents. The Authority will continue to work toward improving the housing opportunities of all residents.

Among the important resources of the Development Program are the administrative, organizational and legal tools available to implement it. During the past three years, several important studies have led to administrative and organizational changes within the City government and the Authority. The Quinn-Tamm study of the Police Department concerned both the effectiveness of present operations and the location and necessity for the existing number of division stations. Its recommendations concerning staffing and consolidations of some division stations have been incorporated in



Police Department planning.

Under a contract with Management Services, Inc., a study was made of the Authority's organizational arrangements for carrying out family relocation services. A significant portion of the recommendations were implemented when all family relocation activities of projects were placed under the control and supervision of a newly created Family Relocation Department.

The Authority has recently received the completed report and recommendations of Meredith and Grew pertaining to land acquisition policies and procedures. They are currently being studied.

It is anticipated that a number of recommendations concerning changes in administrative practices and standards may arise from CRP studies. The studies on new and rehabilitated housing may well yield recommendations pertaining<sup>to</sup> legislation needed to permit changes in methods of financing. The economic development studies may also result in recommendations for changes in administrative or legal requirements.

The CRP study on financing the Development Program will also include legislative recommendations. Based upon previous studies of revenue sources available to the city and requirements for renewing the municipal plant, it is expected that a number of recommendations would include suggestions for legislative changes in statutes governing Boston's fiscal practices.

One of the important results of the CRP financing studies will be a more comprehensive series of estimates of the costs of the Development Program. As the study prospectus outlines, this will provide a detailed guide to costs of the municipal actions and community facilities and a guide to how the necessary revenue may be obtained. The study may also be expected to project total



figures for planning, administration, land acquisition, relocation, clearance, site improvements and other categories of spending for renewal treatment. All figures will be allocated on the basis of Federal, State, and local shares of projected expenditures as has been the practice in previous published reports of the Authority.

The CRP studies will be a critical factor in the ultimate success of the Development Program. The need for renewal has already been firmly established in those areas of the City most in need of treatment, and these have already become GMRP or project areas. The CRP surveys will extend the type of information available in priority areas to the rest of the City and provide a comprehensive, community-wide basis on which to review the type of actions required for each area. The studies of community facilities will assure a comprehensive approach in planning the location and type of facility and services; these will be weighed against the City's ability to bear the necessary costs, as determined by the financing study.

Primarily the CRP will be the key to discovering the ways and means of implementing the goals of the Development Program and the related objectives of the Master Plan. The economic development and Port studies will seek to isolate and capitalize upon the elements of growth in order to achieve a sufficiently healthy economic base to support a vigorous renewal program. The housing and rehabilitation studies will suggest methods of obtaining the required volume of private investment and participation. Efforts will be made to assure greater economic and social opportunities for Boston's citizens to complement the physical renewal of the city. Greater information will be available concerning the costs of the



total program, the resources available to the City, and feasible scheduling of those costs. The CAP will thus provide the essential kinds of information now needed on a comprehensive basis in order to make possible judicious decisions at each stage of route to accomplishment of the Development Program.

